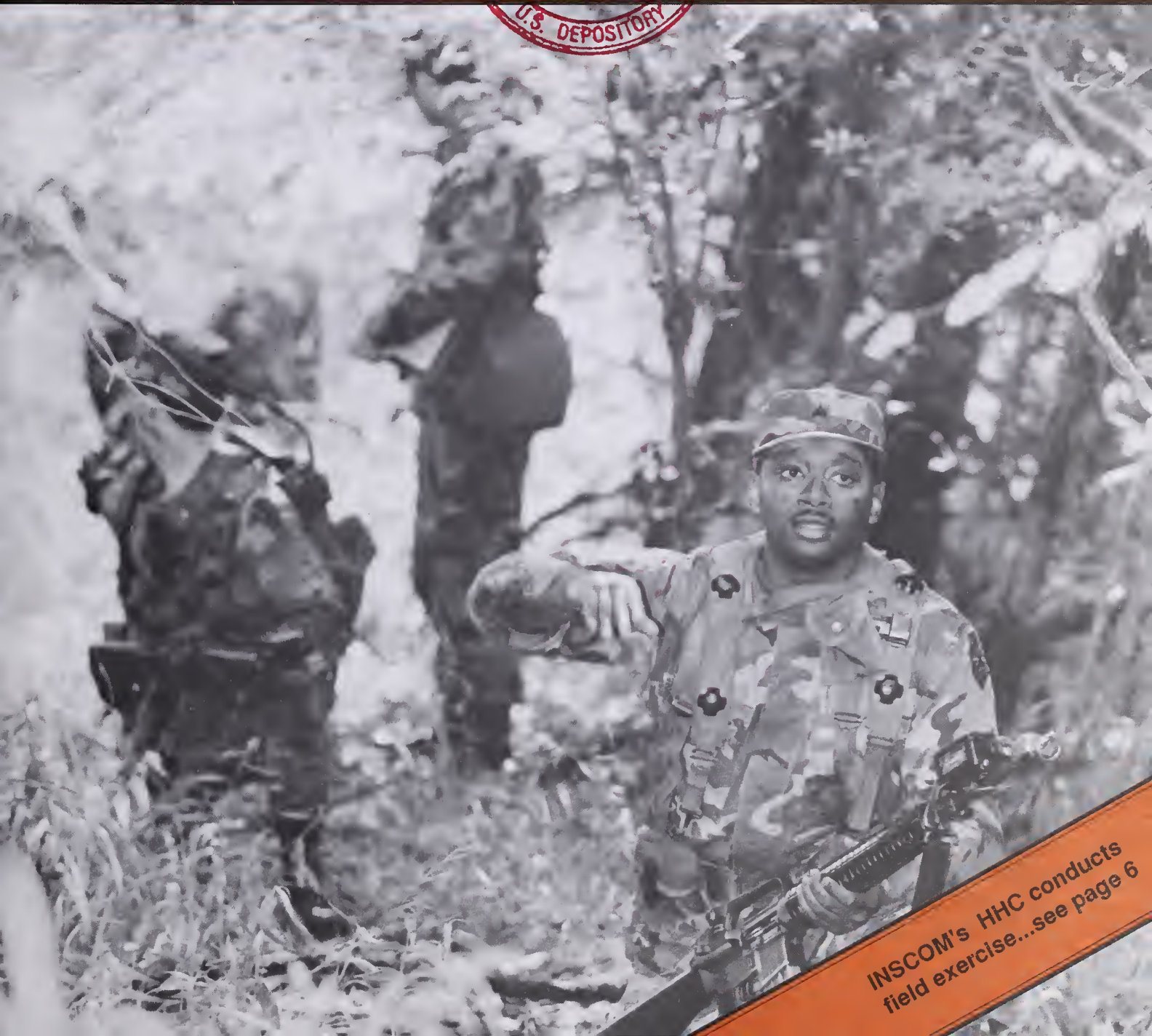


D 101,85: 14/10

INSCOM JOURNAL



INSCOM's HHC conducts
field exercise...see page 6



INSCOM JOURNAL

November 1991
Volume 14, No.10

**INSCOM
COMMANDER**
Maj. Gen. Charles F. Scanlon

DEPUTY COMMANDER
Brig. Gen. Michael M. Schneider

**COMMAND SERGEANT
MAJOR**
CSM Raymond McKnight

CHIEF, PUBLIC AFFAIRS
Maj. William J. O'Connell

COMMAND INFORMATION OFFICER
Jeanette D. Lau

EDITOR
Phoebe Russo

DESIGN and GRAPHICS
Carol A. Joyce
Sgt. Lori Jackson



From left to right, SSgt. Christine Meyers, Sgt. Andrew Albert and Spec. David Echols discuss their objectives. (U.S. Army photo)

Features

- 4 Captured enemy equipment
- 6 Silent Warrior 1
- 9 INSCOM 1991 Keith L. Ware Winners
- 10 Remembrance and recognition
- 12 German patrol competition is a different challenge
- 14 A time of remembrance: INSCOM honors Veterans
- 15 Indians fight for place in military history
- 17 Environmental problems threaten national security

Departments

- 1 Commentary
- 2 CG's Corner
- 3 CSM's Corner
- 18 Family Album
- 19 Chaplain's Note
- 20 Lighter Side
- 21 Reserve Affairs
- 22 Civilian Personnel Office
- 23 Security Reminder
- 24 Historian's Corner
- 27 For Your Information

The *INSCOM Journal* (ISSN 0270-8906) is published monthly by the U.S. Army Intelligence and Security Command, Fort Belvoir, VA 22060-5370. Third class postage paid at Alexandria, VA. POSTMASTER: Send address changes to the *INSCOM Journal*, U.S. Army Intelligence and Security Command, ATTN: IAPA, Fort Belvoir, VA 22060-5370. The *INSCOM Journal* is the unofficial Command Information publication authorized under the provisions of

AR 360-81. It is produced by photo-offset and serves the members of USAINSCOM and other members of the intelligence community. Circulation is 4,500 copies per issue. Unless otherwise stated, opinions expressed herein do not necessarily represent those of HQ USAINSCOM or Department of the Army. Further, unless stated, *INSCOM Journal* articles are not usually copyrighted and may be reprinted with proper credit given. Articles printed in the *INSCOM Journal* with

the notation "used with permission" will not be reprinted in other publications unless permission is granted by the original source. Manuscripts and photos submitted for publication, or correspondence concerning the *INSCOM Journal* should be mailed to HQ USAINSCOM, ATTN: IAPA, *INSCOM Journal*, Fort Belvoir, VA 22060-5370. Phone: AC 703-355-7823/7830 or Autovon 345-7823/7830.

DESERT STORM:

a success story for Guard and Reserve

By Van D. Hipp Jr.

Nearly 200 years ago, President George Washington had a vision of a well-equipped reserve force—a “citizen-soldier” Army that would be ready on call—as strong insurance for peace and security.

Today, with our nation just having successfully gone through our largest mobilization (more than 225,000 Guard and Reserve servicemembers) since World War II, Washington’s vision has indeed become a reality.

In Operation DESERT STORM, not only did America find its Guard and Reserve ready and willing to be called upon, it also found a Reserve Force that was trained and prepared to get the job done. In fact, the number of Guard and Reserve personnel deemed “non-deployable” for health or other limiting factors in DESERT STORM was actually comparable to that of the active force.

Because we can train and equip approximately three Reserve soldiers for every one active duty soldier, the decision was made two decades ago to put more and more of our critical skills in the Reserve Force. Thus, when Iraq rolled into Kuwait last August, the majority of many of the critical skills we sorely needed were in the Guard and Reserve. These skills included medical, transportation, water purification, military police and chemical decontamination.

A few months ago, after having served with my Reserve unit when it was called to Germany, I volunteered as a member of the Individual Ready Reserve to go to Saudi Arabia. The job I saw the citizen-soldiers perform is something one doesn’t always hear about on the evening news.

Besides playing an invaluable role in the deployment and now redeployment of our forces, our Reserves were absolutely critical to the overall success of our now famous flanking maneuver that caught the Iraqi military completely off guard. To successfully move two Army corps into attack positions, our Support Command, of whom 75 percent were Reserve Force soldiers, conducted 24-hours-a-day operations for two weeks providing massive support for the movement of thousands of tracked and wheeled vehicles. In addition, it was mainly Guard and Reserve soldiers who prepositioned supplies, such as food, water, fuel and ammunition, at key logistical bases to support and sustain the ground offensive.

It was also mainly Guard and Reserve soldiers who provided medical treatment for countless refugees in southern Iraq, Kuwait and Saudi Arabia. And it was Reserve Force doctors and nurses who, after having treated hundreds of refugees in southern Iraq, then volunteered to go to Turkey to treat Kurdish refugees.

Further, it was largely Guard and Reserve military police whose civilian experience as local law enforcement officers came in handy as they handled thousands and thousands of Iraqi prisoners of war. It was also the National Guard that provided two combat-ready field artillery brigades to the military operation.

I could go on and on but there is one accomplishment of our Reserve Forces that particularly stands out and deserves mention—the restoration of Kuwait. It was our Reserve civil affairs specialists who assisted in getting the Kuwaiti government back on its feet. This included providing food (more than 12 million tons) and water (more than 5 million liters); reopening lines of transportation; restoring telephone, television and radio service; restoring medical care, providing short-term emergency services; and advising the Kuwaiti government on reconstruction and long-term recovery from the Iraqi occupation.

America’s Guard and Reserve were ready when called to serve and they performed admirably. So who are these soldiers who our nation has come so increasingly to rely upon? They are farmers, bankers, teachers, businessmen, mill workers, physicians, lawyers and truck drivers. They are moms, dads, brothers, sisters and even grandfathers and grandmothers. They come from all over America and from all walks of life. They hold down at least two jobs—their normal civilian occupations and their jobs as citizen-soldiers.

They’re often older than active duty troops and hence, often have more family and business commitments. But they’re always, always ready on call and prepared to get the job done. DESERT STORM proved that. To paraphrase Winston Churchill, they truly are “twice the citizen.”

Editor’s note: Van D. Hipp Jr. is the Deputy Assistant Secretary of the Army for Reserve Forces and Mobilization.

Commander's Corner

Charles F. Scanlon
Major General
Commanding

In the past I have used the INSCOM Journal to address a number of significant issues, policy changes and the demanding challenges which are faced by our command. This month my focus is on an Army program designed to help those members of INSCOM who will be leaving the service--the Army Career and Alumni Program (ACAP).

The downsizing of the Army and the reshaping of the future force will cause a number of our competent, loyal and dedicated members to leave the service and to make a significant transition over the next few months. These reductions will be difficult and in some cases painful. The ACAP has been developed to provide a comprehensive system to assist personnel leaving the Army in a caring, disciplined, and organized manner.

The need for this program became obvious as the Army began to examine the separation process. In the past, soldiers and civilians separating from the Army had to find their own way through a faceless, uncaring maze of agencies and red tape. That has changed. Today, the ACAP is the umbrella which integrates all available Federal and local transition activities for those being separated. ACAP provides a complete package of services and benefits for transitioning active duty, reserve, national guard and civilian personnel. And the program also provides services for family members.

Your contact with the program is through the Transition Assistance Offices (TAOs) located on 44 installations in CONUS and another 18 locations overseas. Those individuals separating or even considering separation should contact the TAO as soon as possible once separation date is known. The TAO will assist you in developing your personal transition plan.

This plan integrates the many installation services to prevent duplication, it synchronizes the individual's schedule of activities, and it ensures that they are aware of all the benefits to which they are entitled.

A major element of ACAP is the Job Assistance Center. These provide continuous standardized job search skills, individual counseling, a variety of workshops and seminars, and a one-stop-job-hunting activity. The Job Assistance Center is free of charge and is designed to assist you in the development of your job hunting skills. It will help in such critical areas as: how to look for jobs in the civilian sector, how to effectively network to identify and locate potential job openings, how to prepare an effective resume, and how



to develop effective interview skills and techniques.

While ACAP is not a job placement program, it does make referrals to a large number of employers around the country through the Army Employer Network. It is supported by state and local employment agencies, the Army Continuing Education System, the Family Member Employment Assistance Program, the Department of Labor Transition Assistance Program, and local and national professional associations such as the Association of the United States Army (AUSA) and the Non-Commissioned Officers Association (NCOA).

The ACAP, along with the Job Assistance Center, is a tremendous resource for our separating personnel. I strongly encourage you to take full advantage of the services which it offers.

The officer, enlisted and civilian members of the INSCOM Family include some of the highest quality soldiers and civilians in the history of this command, and indeed the Army. You are all volunteers who joined the Army and INSCOM in pursuit of service to your nation. The absolute professionalism, determination and devotion to duty which I see as I visit our units and various locations is gratifying; and you have all played a major role in the most significant international event of our life times--the winning of the Cold War and the demise of communism. ACAP is one of the ways that the Army wants to demonstrate its caring, and the program reinforces the philosophy that "the Army takes care of its own."

The Army Career and Alumni Program reflects a significant investment in the lives of our fellow soldiers and civilians as they prepare to leave the Army and transition to the civilian sector. If you have questions about the ACAP, your chain of command is there to help you.

Army Career and Alumni Program

Raymond McKnight
Command Sergeant Major
INSCOM



I want to lend my voice to that of General Scanlon in addressing a critically important Army program. It is during these uncertain times of budget constraints, military force drawdown and so many questions of "What's going to happen to me," that the Army Career and Alumni Program (ACAP) was established. The program will assist military personnel, DA civilians and family members transitioning from the Army with career guidance, benefits counseling and job assistance needed in this critical time of change. ACAP ensures that eligible transitioners are well informed of all benefits and entitlements prior to separation. It is a system of checks and balances ensuring the retention of quality personnel and those with critical occupational skills.

The newly established ACAP makes the transition into civilian life as simple as possible. Fifty-five of the ACAP transition offices have been combined with contracted job assistance centers. The Transition Assistance Offices (TAO) supply help and information concerning benefits counseling, individual needs assessments and referrals. The Job Assistance Center (JAC) assists soldiers in preparing themselves for the job market. JAC conducts seminars, workshops and gives individual soldiers the personal assistance they need. Preparation includes small group sessions on resume writing, job interviewing, negotiating for salaries, networking and other areas pertinent to the job market. As General Scanlon has stressed, ACAP is not a job placement agency; it does, however, provide job leads through the automated Army Employer Network (AEN). AEN geographically lists

employers interested in hiring Army Alumni while most civilian employment agencies prefer hiring people with prior military experience.

Soldiers and civilians should become involved in ACAP 180 days prior to ETS or retirement. ACAP offices are limited at this time, but if you are interested in the ACAP program and not sure where to go, call their toll free number 1-800-445-2049 or contact your local Army Community Assistance Office for information.

The success of the Army Career and Alumni Program depends on the individual and the full support from commanders and the NCO support channels at all levels. A conscious effort must be made by the entire chain of command to balance mission/training requirements with the needs of transitioners.

Since the opening of the first ACAP office in January 1991, over 30,000 soldiers, civilians and family members have been provided this needed assistance. With the current downsizing of the Army, more and more of us will find ourselves unexpectedly in the civilian job market. With the increased demand to retain only the best qualified soldiers, we need to ensure that all of our soldiers and DA civilians are provided the opportunity to avail themselves of this valuable program. This program is just another way to assist us with smooth transition to the civilian environment. I join General Scanlon in encouraging each of you to use this program, it is there for you.



Soviet multipurpose track vehicle for use as an ambulance, reconnaissance vehicle, personal recovery vehicle, and so forth.

Captured enemy equipment

A Photo Essay by Capt. Wendy L. Lichtenstein

The Foreign Military Intelligence Battalion (FMIB), 513th MI Brigade, Fort Monmouth, N.J., deployed to Saudi Arabia for Operation Desert Storm with a clear mission: Dissect captured enemy equipment to determine its capabilities and vulnerabilities. Then, provide this information to battlefield commanders.

The battalion successfully fulfilled its mission. During hostilities, the information proved a combat multiplier for coalition forces. In the future, the battalion's thorough investigation will continue to provide essential information.

Editor's note: Capt. Wendy L. Lichtenstein is editor-in-chief of the Army Trainer magazine, Army Training Support Center, Fort Eustis, Va.



Communications equipment: (left) Chinese Type 889 FM radio. (right) A British TRA 931 AM single side band radio probably captured by Iraqi forces in Kuwait.



A soldier with the FMIB talks another soldier through the steps to fire a Soviet RPG-7 portable rocket launcher. It has a 40mm tube and fires an 85mm projectile.



A staff sergeant with FMIB prepares to move a Soviet T-72 tank.



Various types of small arms were captured, from left to right: Soviet 7.62mm AK-47 assault rifle with an effective range of 300m; Soviet 7.62 AKM assault rifle, a modernized version of the AK-47 to provide better accuracy; Romanian FPK sniper rifle; Soviet 7.62 SVD sniper rifle (the Dragunov) with a maximum effective range of 1,300m; Iraqi-made 9mm Tariq pistol.



SFC Jerry Feuchtwang (center) issues the mission statement to squad leaders, Sgt. Nathree Turner, Jr. (left) and Sgt. Andrew Albert. (U.S. Army photo)

SILENT WARRIOR 1

Realistic training in the hands of the Army's backbone

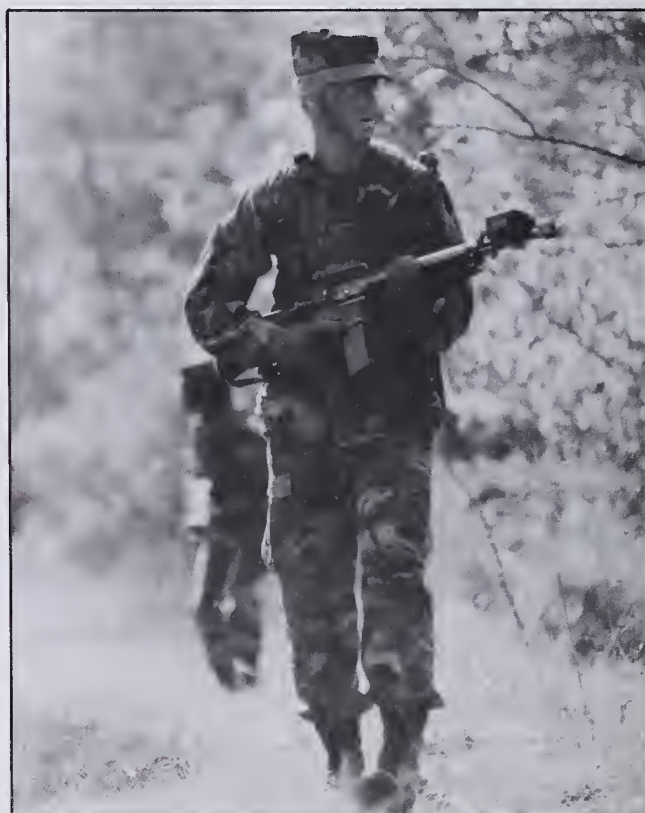
By Capt. Carol A. Reese
INSCOM, PAO

RRiinngg!! RRIinngg!! RRIinngg!! Hit the alarm. It's 0445. Get out of bed and get ready to go to "war." This was the typical beginning of a day for some soldiers assigned to Headquarters and Headquarters Company (HHC), Headquarters, U.S. Army Intelligence and Security Command (INSCOM) on 15, 16 and 17 October 1991.

They took part in SILENT WARRIOR I, a field exercise spearheaded by the company. Prior months of intense combat skills and common task training were emulated and put to the test in an environment of pyrotechnics, artillery simulators, an opposing force (OPFOR) and use of the Multiple Integrated Laser Engagement System (MILES).

Capt. Walter Pollard, the HHC Commander, said, "The goal of SILENT WARRIOR I and the training that preceded it was to increase our soldiers' knowledge of individual combat survival skills. This, then, boosts their confidence in themselves and their ability to survive on the battlefield.

"The exercise was a success due to the NCOs who assisted in the development of the concept, ran the training and executed the exercise. They were highly motivated.



On patrol, Spec. William Jones is cautious of OPFOR presence. (U.S. Army photo)

This carried over to the soldiers participating,” Pollard added. He went on to say that the soldiers maintained a positive attitude throughout the exercise even though the weather took a turn for the worst after the first day with rainfall and increasingly cold winds.

“The MILES and OPFOR added to the realism of the exercise. During the exercise, each squad had four objectives to attain. MILES-recorded ‘kills’ in favor of OPFOR were usually high at the first objective. Reacting to mistakes pointed out by evaluators, the squads would come out ahead on the remaining objectives,” Pollard said. “All soldiers benefited from SILENT WARRIOR I. Staff NCOs, normally action officers in the headquarters environment, got a chance to execute leadership skills and everyone had fun. We achieved our objective.”

NCO evaluators in the exercise monitored the squads as they moved toward their objective and provided feedback on the squad’s teamwork and tactical prowess. Two of the evaluators were SFC Ralph Schwartz of the headquarters’ Automated Systems Activity (ASA) and SFC Jerry Feuchtwanger, HHC’s Operations NCOIC. They spent many long hours assisting with scenario developments, training soldiers, and working with OPFOR participants to garner as real an opposition for the squads as possible.

SFC Schwartz said the soldiers were trained on everything ‘from passwords to bullets.’ “We have a pace man, a



OPFOR comrades, SFC Pamela Lewis (left) and SSgt. Robert Keck engage the Squad. (U.S. Army photo)



(Left to center) Capt. Ray Gaud, SSgt. Keck, SFC Lewis and Cpl. Jay Ross (far right) of the OPFOR discuss the

"ambush" with 1st Lt. Kevin Vereen, HHC's Operations Officer (second from right). (U.S. Army photo)



SFC Ralph Schwartz (center) provides feedback on the squad's performance. (U.S. Army photo)

point man, an RTO...everything. The squad leaders received their mission statement and then they would take over. After each engagement with OPFOR, the squad was briefed on their performance," he said.

SFC Feuchtwanger said, "Individual training and then the evaluation (of same) in a collective environment determined if training had been successful. Through SILENT WARRIOR I, leaders and followers were distinguished. INSCOM (HQ) soldiers performed extremely well. They were highly motivated and wanted to learn."

Asked about the effectiveness of MILES and other exercise support, SFC Feuchtwanger said, "The weather had an impact on MILES. When the equipment was soiled from dust, dirt or mud, beacons did not pick up any hits. Overall, however, MILES was outstanding, and we came as close as we could to using the real thing."

Continuing, SFC Feuchtwanger said, "The headquarters staff support was commendable. Officers and NCOs alike volunteered to be on the OPFOR. These people were great and made the exercise quite eventful."

"Also, since the company doesn't have any tactical equipment, everything from load bearing equipment (LBE) to weapons to MILES had to be borrowed. Weapons came from the 610th Ordnance Brigade, Fort Belvoir; LBE, Central Issue Facility, Fort Belvoir; communication equipment, 3d Infantry Division (Old Guard), Fort Myer and the 437th Military Police Company, Fort Belvoir; and MILES came from the Troop Activity Support Center, Fort Meade.

We got medical support from Dewitt Army Community Hospital, Fort Belvoir. Everyone was more than willing to support our efforts," Feuchtwanger concluded.

Just as a squad was about to "go tactical," Spec. David Echols of ASA said that he was excited about the exercise. "I am expecting to use my knowledge of land navigation and get out here and do soldier things." He was also very impressed with the enthusiasm and leadership abilities of SFC Feuchtwanger. "He really knows what he's doing."

Spec. James Reech, also of ASA, said that he had used MILES before in basic training and found it to be fun. Spec. Cherie Blayton, ASA, had never used MILES and was curious and anxious to see what would happen in the field.

"Rehearsal is the key," said 1st Sgt. Brenda Dodge, HHC's "Top" NCO. "Soldiers should be prepared and never think that they won't be called up. Last year during Operation DESERT SHIELD, I had several soldiers who were given 48-hours' notice to be in Saudi Arabia."

In retrospect, Top said, "You fight like you're trained. (We) need to train as much as is feasible."

RRiinngg!! RRIinnngg!! RRIinnngg!! You pick up YOUR phone. The voice on the other end has given you verbal notice of your immediate deployment somewhere in the world. This time it's not an exercise or a drill. IT'S FOR REAL. Are you ready? Are your soldiers trained and ready? These are serious questions that require serious answers. Good NCOs know how to get them. And, the "backbone" of the Army at HHC, INSCOM is getting them now.

INSCOM

1991

Keith L. Ware

Winners

By Jeanette Lau
INSCOM, PAO

Results for the 1991 INSCOM Keith L. Ware Journalism Competition have been announced. In each category, first place winners are then entered in the Department of the Army-level 1991 Keith L. Ware Print and Broadcast Journal-



ism Competition. This year's INSCOM Keith L. Ware Competition received more entries than previous years, demonstrating a command-wide commitment to journalism excellence. The winners are as follows:

INSCOM Print Journalist of The Year

Sgt. Eric E. Parris, *FSA Today*,
(701st BDE, Augsburg)

Large Army-funded papers

First Place: *Kunia Underground News*
(703rd MI BDE, Kunia)

Small Army-funded papers

First Place: *The Dagger* (66th MI BDE, Munich)
Second Place: *FSA Today* (701st MI BDE, Augsburg)

News Feature Magazines

First Place: *The INSCOM JOURNAL*

News Articles

First Place: Sgt. Eric Parris, *FSA Today*
(701st MI BDE, Augsburg)
Second Place: Sgt. Sarah Avery,
Kunia Underground News (703rd MI BDE, Kunia)
Third Place: SFC Larry White, *The Dagger*,
(66th MI BDE, Munich)

Feature Articles

First Place: SFC Larry White, *The Dagger*,
(66th MI BDE, Munich)
Second Place: Dr. John P. Finnegan, *The INSCOM JOURNAL* (Headquarters, INSCOM)
Third Place: Sgt. Eric Parris, *FSA Today*,
(701st MI BDE, Augsburg)

Editorials/Commentaries

First Place: Chaplain (Maj.) James W. Robinson,
(66th MI BDE, Munich)

Sports Articles

First Place: SSG Eric Chatham, *The Dagger*
(66th MI BDE, Munich)

Single or Stand-Alone Photographs

First Place: Sgt. Sarah Avery, *Kunia Underground News*
(703rd MI BDE, Kunia)

Picture stories

First Place: Sgt. Sarah Avery, *Kunia Underground News*
(703rd MI BDE, Kunia)

Feature, News or Sports Photo in Support of a Story

First Place: SFC Larry White, *The Dagger*
(66th MI BDE, Munich)

Cartoon Art

First Place: The Lighter Side, *The INSCOM JOURNAL*

Operation Desert Shield/Storm Field Newspapers

First Place: *The Mirage - De-ployed Tabloid*,
(513th MI BDE, Fort Monmouth)

Special Achievement (Print Media)

First Place: *Kunia Underground News*
(703rd MI BDE, Kunia)

Veterans Day

Remembrance and recognition

By SSgt. Delbert McCune
766th MI Detachment

I remember a cold day in November 1969. There was a slight drizzle of rain and the cloud cover gave a dreary appearance, but I was excited.

The day held two special meanings to me. Of course, one of them was that I didn't have to go to school. The other one was that I would be putting on my Boy Scout uniform and marching with my troops in the Veterans Day Parade.

The parade began at the First National Bank in our little town, Massillon, Ohio, and ended at the cemetery. All throughout the march, I didn't even feel the cold. I was too excited by the crowd. I marched in step as the high school band played the music of John Philip Sousa.

When we stopped at the cemetery, we stood proudly at the Boy Scout form of attention as "Taps" was played. Then, several men from the local VFW (Veterans of Foreign Wars) approached the monument of the Unknown Soldier, which stood in the center of the cemetery. The monument was dedicated to soldiers of World War I, World War II, the Korean War, and, earlier that year, the Mayor. With all pomp and circumstance, we dedicated anew the monument, adding to it a plaque which held the words, "He fought bravely. He died alone, but not in vain, and not forgotten. THE VIETNAM CONFLICT."

The men from the VFW took down the wreath, which they had placed in front of the monument on Memorial Day, and replaced it with a fresh wreath. It was sometime during the changing of the wreath that I noticed my father. He was standing near the other veterans. I knew him as a man that was hardened by life. I loved him and I feared him and I respected him, but I never really thought of him as a human being with emotions like the rest of us.

But that changed in an instant. I saw him crying for the first time. It was a very restrained crying. His breath was sharp. His eyes were red and swollen and I could barely see the pupils because of the wetness of the tears, and, yet the tears stayed in his eyes. They did not run down his cheeks as mine always did.

At that instant, I didn't understand why he was emotional, nor what the emotion was. There was a lot that I didn't understand about him, and about the circumstances of the moment, and about the significance of the day. I thought that crying meant you were sad. I didn't know that there were

other reasons to cry. I didn't know about the men that my father had known during World War II. I didn't know about the things which he had experienced at Guadalcanal. I didn't know about his friends, whose names he had never known, who died beside him and were necessarily left behind that others more fortunate could seek safety or rush into aggressive combat. I didn't know about the camaraderie that he felt toward other veterans. The only thing that I knew about his war years, is that he had medals, two bronze ones and one silverish-looking one, all three with "V" devices attached, laying in a cloth-lined box in his closet.

There were other things I also didn't know. I didn't know that the week before, my father had received a telegram telling him that my brother had been wounded. I didn't know that, as my father wondered if his son were alive or dead, he felt guilt for having influenced my brother to join the Army ... and then he felt pride. Pride because his son had answered the call and had done his duty for his country.

If I had known all of these things, I wouldn't have understood how he could be so restrained. I wouldn't have understood why he felt thankful, rather than resentful. But I didn't know about any of those things. All I knew was that as he walked in the procession with the other veterans, and took the flower from his lapel and laid the flower in front of the monument, he was seeing this holiday in another light than I was.

After the ceremony was over, we went home and had the traditional barbecue. Although the drizzle was gone and the sun had come out, I would still feel the dreariness of the morning. There was the overpowering feeling that while we celebrated and enjoyed our day off from work and school, the day demanded reverence.

I remember another day in November. It was 1987. I was again marching in a parade, but this time I was wearing a U.S. Army Class "A" uniform, with white gloves and belt and a silver helmet, and carrying our national colors. I remember seeing the crowd out of the corner of my eye as I marched. There were young boys in Boy Scout uniforms, waving flags, enjoying a parade as well as a day off from school. There were also old men in the crowd. Men my father's age. Each with his own memory, and each looking

at me with a father's pride as if I were their very own son.

Veterans Day is a day for memories. It's a day dedicated to memories. Memories of soldiers and of soldiers' gallant deeds. The day deserves all of the respect and reverence of a funeral service and all of the pride and joy of a birth.

It's a day for telling war stories. It's a time to relive victories. It's a time to remember ... lest we forget. It's that day when we stand proudly before our nation and proclaim, "I am proud to serve." It's the day when proud fathers and proud sons and proud daughters stand with proud families and set an example to the youth of our nation, that they, in turn, may someday wear the uniform with pride.

Veterans Day has evolved in meaning since it was first dedicated to honor the soldiers who had participated in the victory that led to the armistice at the end of World War I.

The veterans of World War II were soon included in a show of respect. Later, the Nation realized that the soldiers in the mud and trenches were not the only heroes. It became evident that the men and women who supported the United States during peace and prepared themselves for war were as much heroes as those who had seen combat.

Today, all veterans are recognized for their contributions. On this day, the veterans of the U.S. Forces stand before the rest of the nation, while we thank them for having won wars ... and prevented wars ... and for sacrificing themselves for their country.

We commemorate those who have served proudly in World War I, World War II, the Korean conflict, the Vietnam conflict, Grenada, the Cold War, the Mideast Crisis, and those who deterred war during times of peace.

VETERANS DAY 1991



German patrol competition is a different challenge

By SSgt. Keith Drewke
527th MI Bn, 66th MI Brigade

When I was first asked to participate in a patrol competition I thought it would be fun since our detachment had practiced land navigation for the past month. I figured our team, three members of the detachment and a friend, Kai Mayer, a captain in the German Army Reserve, would have no problem in the competition. As the event drew close however, the team dissolved. Injuries and prior commitments reduced the team to Mayer and myself. So the two of us headed for the competition hoping there was another team looking for new members.

It wasn't long after we arrived at the competition that we found a team short one person. The team, three Reservists from Graffling, was happy to have another member. (Mayer came along as a translator.) I was easily the youngest person on the team, with the other members ranging in age from late 30's to late 40's. The long day of events was about to begin.

The first event was simple enough, walk one kilometer and cross a stream using a rope bridge. The bridge consisted of two ropes, one to walk on and the other to hold, slung between two trees. The stream was about 10 meters wide and two to three meters deep. The walk was light, with lots of jokes which Mayer translated for me as we walked.

When we arrived at the bridge, I received the honor of being the first to cross. I quietly cussed as I swung around

the tree and onto the rope. The tightly anchored bottom rope was easy to walk on, but the top rope was a different story. It was only hand tight and gave a lot when tested. Several times I thought I was going to end up swimming to the other side, which made the rest of the team roll with laughter . . . until it was their turn. Though we all came close to taking a bath in the muddy water, we made it to the other side where we were given a map, and an end destination (grid coordinates).

With our compass—given to the team at the start of the competition—we plotted our location and shot an azimuth to our destination. I took one look at the compass and knew I was in trouble. The German Army compass looks similar to our lensatic compass, but is not as easy to operate. Point to note: the compass has 80 degrees, not 360. Our destination was about four kilometers away. We returned the map and headed out. After some initial problems we arrived at the next station.

The station required us to treat a wounded soldier, and send a message relaying the soldier's condition. This was a quick event since the other team members were fire fighters in their regular jobs. The timed event ended when Mayer and I received the report on the casualty. Again, we were given a



map and a set of coordinates. We determined our direction and were off to the next event.

Upon arriving we received our next set of instructions. After a five minute rest, we departed for a location 600 meters to our south, and onto the live fire range. The scenario was that an outlying post had radioed it was under attack, and we were going to help defend the post. We were to proceed to the main road, cross as a team, and take up fighting positions. We only had eight minutes to make it to the fighting positions, engage the targets, and throw all the hand grenades. When we all arrived at the main road, we crossed and ran to our fighting positions to fire at will.

There were two MG3 machine guns, two G3 rifles, and hand grenades waiting when we arrived. The range was set up in a partially cleared part of the forest, and the targets ranged in distance from 50 to 150 meters. I took up a fighting position with a G3 rifle, two magazines of ammo, and four hand grenades. Unknown to me, the rifle sights had been set to 400 meters, and I was engaging targets much closer. Still, we did better in this event than most of the other teams. The event ended when all the rounds were gone and all the grenades tossed. After another five minute rest, it was on to the next event.

We proceeded to the next start point where we were given a map (which we were able to keep), and another set of coordinates. The destination was three kilometers away, and for once, we did not have to maneuver through woods. When we arrived we split into two teams. One team would have to change a tire on a vehicle. The other, which I was on, would have to start a fire and heat a canteen cup of water that I fetched from a nearby pond. Again the tasks were timed and the faster it could be done the better. When we finished, we were given a direction and a distance and off we went for another three kilometer walk.

At the last station we shot two azimuths and had to determine the distance to each object. Our margin of error was plus or minus one degree on the azimuth and 25 meters or so on the distance. When we completed the tasks, we were off on the 2.5-kilometer walk to the final part of the competition, the river raft event.

All day we had been going in a big circle. We were now three kilometers upstream from the finish line. This is where Mayer patted me on the back and said he would see me when it was over. We boarded two man rafts and paddled down the winding and sometimes shallow river. The rafts were small by any standards, and we had to kneel the 40 minutes it took us to finish the event. At one point we had to land and portage the raft downstream for 50 meters before reentering the water. When we finally finished we were wet, tired, and sore. The day's events, none of which were exhausting on their own, combined to extract the full measure. We were all glad it was over.

At the finish line I caught up with Capt. Mayer and we departed to the awards area. Following a quick shower and a change of uniform, it was off to the beer tent to await the arrival of the trophies. We had some time to kill, along with a beer or two, before the ceremony began.

At 5 p.m. everyone gathered in the parking lot located across from the tent and watched as the trophies arrived via four paratroopers with satchels strapped to their chests. It was quite a sight watching them drop into the parking lot.

Everyone formed into squads and the awards were presented. Each team received a metal plate adorned with the Bayern Crest, and the first four teams received trophies. There were additional awards for the first three teams from within the city of Munich, and the first three teams from areas outside of Munich. And of course, the last place team received a red lamp so they could find their way next time.

After the awards ceremony was over, we all returned to the tent for more fun and laughter. The competition was more fun than I had expected, and more work. It was my first chance to work with members from another nation's armed forces and it proved to be educational. It had been a long day, and not one I will soon forget.





A time of remembrance: **INSCOM** **honors Veterans**

By Michelle Booth
INSCOM, PAO

The air had a slight sting as it moved around the crowd that had gathered to commemorate Veterans' Day. As if to replicate the time of the Armistice, snow fell out of a heavy sky landing on motionless troops standing at attention. Directly in front of them the colors waved high in the air. Farther away from the building, the Soldiers of the Salute Battery stood behind their cannons ready for the order to fire. A podium and several chairs placed in front of the troops suggested the importance of the people about to use them. Despite the large crowd, there was not much noise except for a low hum of voices, and the sound of the flag beating rhythmically in the wind. The troops of 1918 had understood the importance of a remembrance day, as did all other troops who have served or are now serving in our military forces. At INSCOM headquarters, the meaning was understood and remembered with dignity and simplicity.

All fell silent as "Ruffles and Flourishes" began to play, announcing the arrival of the guest of honor, Maj. Gen. Charles F. Scanlon, Commander of INSCOM. The thunderous boom of cannons ripped through the thick air thirteen times, securing the attention of the entire area. SGM Gary Richmond, as the master of ceremonies, introduced Gen. Scanlon, CSM Raymond McKnight, and other dignitaries. The General spoke about the creation of Veteran's Day and its symbolism then and now. The crowd's expressions sharpened as it listened intently to the history lesson and to the words of inspiration, which honored all America's veterans. As his speech intensified, so did the breeze that carried the colors.

"It is only fitting then that we take the time to honor those

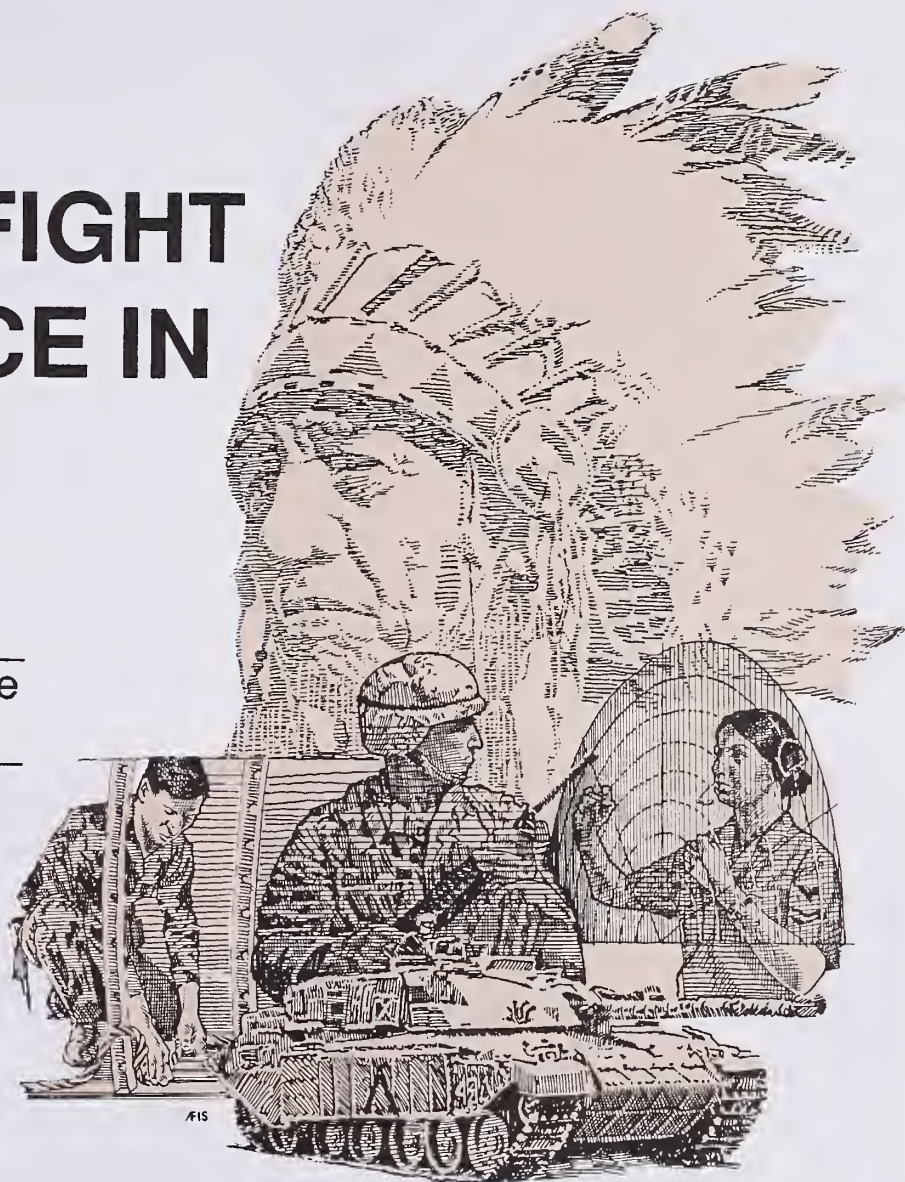
who have fallen in defense of freedom," said Gen. Scanlon. "It is also appropriate that we pay equal due to those who served and are serving as well as their families who have sacrificed so much over the years." With words like these hanging in the air, memories and deep thoughts carved their way into the faces of the crowd.

The end of the remembrance speech signaled the beginning of a wreath laying ceremony. Each of the four people representing military life was introduced. Mrs. Scanlon, wife of INSCOM's commander, represented military family life; retired SGM Robert Wallace, Intelligence Operations Specialist for INSCOM's DCSOPS, represented the retired military; Sgt. Stephen LeRoy, INSCOM's office of the Command Sergeant Major, represented the active military and Ms. Jan Shadowens represented INSCOM's civilian work force. Mrs. Scanlon and Mr. Wallace gently placed the wreath by the NCO Memorial, the statue honoring INSCOM's fallen heroes. The crying of "Taps," echoing back from the building walls, brought to mind the harsh reality of death. A moment of silence was observed, then strains of "To the Colors" were heard, as the detail folded the flag, with precision, care, and respect.

The crowd sensed the end of the ceremony as "thank you's" were said and wishes for a safe weekend were offered. As the official party exited, whispers from the crowd were heard of coffee, refreshments, and going home. The wind, having lost its sting, mellowed into a sleep signifying the end of the remembrance, as if to gently put our memories away, when in fact, we will always remember.

INDIANS FIGHT FOR PLACE IN MILITARY HISTORY

American Indian Heritage
Month - November, 1991



By Rudi Williams

American Indian veterans asked to place a commemorative plaque near the Vietnam Veterans Memorial in Washington, but the National Park Service turned them away. Undaunted, they found an equally fitting place to honor those who fought and died in the war—in Arlington National Cemetery.

That skirmish ended, but not the battle. "Now the veterans are fighting to gain American Indians' rightful place in military history," said Dick Baker, Washington Metropolitan Chapter commander of the Vietnam Era Veterans Intertribal Association.

"I'm drumming up as much support as I can to establish an American Indian coalition and eventually obtain a national charter," said Baker. "American Indians have participated in

every major conflict, including the Revolutionary and Civil wars."

Baker said the association was founded in 1981 by Army veteran Harold Barse, who is of Indian heritage, and now represents about 240 tribes. Its original goal was to help American Indian Vietnam veterans and their families and survivors become aware of their benefits, such as medical and dental care, education and vocational training.

Baker said "American Indian" is specified in the organization's name rather than "Native American" because the latter term is a misnomer. Native American, he asserted, includes native Hawaiians, Pacific Islanders on trust lands and native Alaskans.

"I want to paint a clearer picture of Indians' contributions to the building of this nation," he said. "We can produce statistics that will show that one out of every four male Indians is a veteran and about 85 percent of them volunteered to serve." But Indians aren't superpatriots—at least, not in the usual sense of the word.

"For us, patriotism goes deeper than the defense of the country. It includes the basic human rights we fight for," he said. "One of the main reasons Indians volunteer for military service is the deep feeling for defense of Mother Earth, family structure, and our culture. The general feeling is, if things work out right, my children or grandchildren might not have to suffer some of the things we've suffered in the past."

Indians were once treated as wards of the government and were not subject to drafts or military service. On June 2, 1924, the Indian Citizenship Act made citizens of all Indians born in the United States. This gave them the right to vote and exposed them to military obligations.

In World War I, more than 8,000 Indians served in the Army and Navy; 6,000 voluntarily enlisted. More than 25,000 Indian men and women served in the armed forces during World War II, fighting on all fronts in Europe and Asia and earning two Medals of Honor and more than 50 Silver Stars for valor, 47 Bronze Stars, and 34 Distinguished Flying Crosses. During the Korean Conflict, an Indian earned a Medal of Honor. More than 41,500 Indians served in Vietnam, but none received a Medal of Honor.

Of the plaque now in Arlington Cemetery, Baker said: "It was designed and struck in 1981 by Bob Kelly, a young man from the Crow Tribe in Montana, who is a non-veteran. He donated it to the Bureau of Indian Affairs, hoping it might be installed in some significant place, but it sat around for about four years. We were told that no edifices of this type would be placed near the Vietnam Veterans Memorial, and then they put the three-man statue there. American Indians felt they'd been sidelined again. We call ours the 'grandfather plaque' because it predates the wall and the statue."

"The plaque honors all those who served in Southeast Asia, not only Indians, and it was installed in Arlington on Nov. 10, 1986, with the help of cemetery superintendent Ray Costanzo," Baker said. He calls the plaque a "living monument" because there's a cottonwood tree behind it.

"The cottonwood has a special significance in Indian country," Baker emphasized. "It's used in a number of sacred ceremonies. We have a Veterans Day ceremony there every year on Nov. 10. We've also had a rededication and sacred pipe ceremony there using a pipe given to us by Sioux Indian Vietnam veterans in Pine Ridge, S.D."

The plaque is in Section 8 off Patton Drive, adjacent to the grave of Col. Carl Thorpe, son of Olympian Jim Thorpe. Its inscription reads, "The Viet-Nam Era Veterans: Dedicated to our Indian warriors and their brothers who have served us so well. We are honored to remember you.—The indigenous people of America." AFIS



Oglala Sioux holy man Sam DeCory paints a stripe across the face of Brit Small, a veteran attending the sacred pipe

ceremony at Arlington National Cemetery. (Photo by Rudi Williams)

Environmental problems threaten national security

By Dr. Richard B. Gomez
U.S. Army Engineer
Topographic Laboratories

On October 10, 1989, Secretary of Defense Richard B. Cheney, in response to the growing environmental sensitivity, spelled out environmental management policy which substantially broadened the role of the Defense Department to include environmental issues.

"The first priority of our environmental policy," he stated, "must be to integrate and budget environmental considerations into our activities and operations." He further stated, "We must be fully committed to do our part to meet the worldwide environmental challenge and I know I can count on your support to ensure that we are successful in that effort."

Earlier this year, Chief of Engineers, Lt. Gen. Henry J. Hatch noted that U.S. security objectives have changed, resulting in a broader perception of national security. From his perspective, the concept of a strategic force (and the U.S. Army is a strategic force) involves two dimensions.

"The first of these is that the Army must be prepared for war fighting. The 'other' dimension is that the Army must be prepared to address a broad range of national security concerns during peacetime. This 'other' dimension of a strategic force is not a secondary role," he said.

Threats to national security

Among other threats to national security, he mentions environmental degradation as a major factor of global significance.

"I can assure you," he said, "that the destruction of our global environment and its rapid impact on all species of life, including man, is certainly a national security issue. The questions for the Army are the degree of threat and what the Army's response should be."

And Georgia's Sen. Sam Nunn, reasoning that warmer Soviet-American relations may leave the Department of Defense (DoD) with a reduced mission, has suggested that defense money and manpower be directed into saving the environment. The rationale: environmental destruction is itself a threat to national security.

He has proposed the creation and funding of a Strategic Environmental Research Program. The role of the Army is broadening, and this will dictate a broadening of the Army's research and development (R&D) missions as well.

The full extent of DoD's involvement in such national problems as wetland control, pollution, drug interdiction, and

disaster relief are still evolving. However, the Army laboratories represent a valuable resource for assisting the nation with such issues, and their military missions should be broadened to meet the challenge. Definitions of missions and roles will be vital for these efforts to succeed.

The U.S. Army Corps of Engineers, in preparing the Army's response to Sen. Nunn, addressed three principal areas: Understanding the Environment (emphasis on global change); Environmental Quality (emphasis on identification, assessment and cleanup of contaminated sites, and minimization of waste materials); and, Energy (emphasis on energy generation and conservation).

Areas of concern

These principal areas are concerned with such diverse but interrelated issues such as greenhouse gases, wetlands water supply, biodiversity, ozone depletion, sea level changes, deforestation, population changes, climate changes and energy demands.

Army laboratories can provide new tools to evaluate effectively how to respond to global environmental changes so we can understand and properly manage our changing planet.

President Bush has pointed out the need for these tools and has called out for us to join together and accept the challenge of Global Stewardship.

The challenges in protecting and restoring our environment are far greater than generally recognized, and the Army labs are in a position to emerge as a major resource to address these national issues.

Wetlands control is an immediate concern. The pollution and contamination of the air, water and the ground are of no less importance. And if major disasters, whether man-made or natural, generate such problems overnight, our ability to assess and control the situation could depend on the availability of an expanded R&D mission that addresses nonmilitary needs.

We also should expect greater involvement of the Army in dealing with drug interdiction and control. Airborne and spaceborne sensors can prove to be of substantial value in this area, but tools such as hyperspectral imagery will require an expanded R&D effort to realize their full potential. In the final analysis, Army labs may prove to be a major potential weapon on the environmental war.

The Environmental Update

The 513th honors its "Friends"



Col. William M. Robeson (center), commander of the 513th Military Intelligence Brigade and SFC Della Hodges, former Family Support Group coordinator for the brigade, pause to honor some of those who gave support during Desert Storm. Besides Robeson and Hodges, the group includes: (left to right, standing) Hal Evans and Lawrence Roberts of Merrill Lynch; Kit Roache and Edward Carnes of Rockwell International; Warren Wolfe, Armed Forces Communications-Electronics Association; and Mike Tassitano, Mike Mintz and Frank DiGiglio of Vespia Goodyear. Seated are: (left to right) Judy Webb of the Northern New Jersey Desert Shield Support Group; Mrs. Bonnie Robeson; and Maureen Golden, Monmouth County Council of Girl Scouts.

The 513th Military Intelligence Brigade honored several business firms and local organizations July 3 for their support of the brigade during Operation Desert Storm.

Col. William M. Robeson, the 513th commander, presented certificates of appreciation to six groups including the Monmouth County Girl Scouts, the Northern New Jersey Desert Storm Support Group, the Armed Forces Communications-Electronics Association, Vespia Goodyear, Rockwell International, and Merrill Lynch.

Also honored but not present to receive certificates were the Central Jersey Desert Storm Support Group and Gizzi Florist of Red Bank.

Support for which the groups were recognized included:

- Northern New Jersey and Central Jersey Desert Storm support Groups—for financial and other contributions to needy soldiers and families;
 - Armed Forces Communications-Electronics Association—for "adopting" the brigade and for financial contributions for family support group activities and homecoming activities;
 - Monmouth County Girl Scouts—for donating 5,898 cases of Girl Scout Cookies to go to soldiers, airmen and Marines (of which 2,000 cases went to the 513th);
 - Vespia Goodyear—for providing free auto service for families of deployed soldiers;
 - Merrill Lynch—for sending packages to troops in Desert Storm and for allowing free phone calls by families of deployed soldiers on New Year's Day to Saudi Arabia or any other location in the U.S. and Europe;
 - Rockwell International—for donating 250 Desert Shield and Desert Storm pins for spouses of deployed soldiers which were presented at the 389th Army Band Christmas concert; and
 - Gizzi Florist—for hosting a Valentine's Day Dinner for families of deployed troops.
- (Photo by Dave Sanderson)

Giving thanks

By Chaplain (Col.) J Ward Hagin
Command Chaplain

For me, Thanksgiving is the happiest time of the year. It encourages me to reflect upon who I am, where I've been, the blessings I have, and those who have made contributions to my life and well-being. Some time ago, my Chaplain Assistant Supervisor, MSgt. Montie Elston, expressed his Thanksgiving thoughts and shared them with me. His words clearly reminded me of the people and things which make life meaningful, purposeful, and fun. The INSCOM family has experienced and survived some difficult days during the past year. Looking back to Desert Shield/Storm, and other unique INSCOM missions, MSgt. Elston's words appropriately remind us of how blessed we are and how grateful we should be. God bless!



"I give thanks..."

By MSgt. Montie Elston
Chaplain Assistant Supervisor

"Dear God:

"I give thanks for life.

For the ability to breathe, see, hear, taste your world. For the ability to experience the multi-faceted edges of being that are thrust at me every day. For the ability to feel pain, for through pain I know I still live and thus have hope for tomorrow.

"I give thanks for today.

For today is all we ever have. The tomorrows have not yet arrived and the pasts are but memories which oft are clouded with time. Today is always the day that life starts.

"I give thanks for tomorrow.

For in tomorrow, I can yet possibly do those things that were left undone today. In tomorrow, my dreams can be realized. In tomorrow, my hope can live without the restrictions of today.

"I give thanks for yesterday.

For in yesterday, I can more clearly see today. In yesterday, I gain courage to live today and face tomorrow.

"I give thanks for friends.

For without friends, I would be lost. For friends are a treasure more rare than gold or gems. In friends, we find a mirror that tells us about us as we are.

"I give thanks for those with whom I work.

For those who lead, as their experience is invaluable. For those who follow, as without them we all would be lost.

"I give thanks for family.

For in family we have beginnings and endings. Yesterdays, today, and tomorrow. In family, we can find all. From triviality to that of the greatest importance. In family, we have the glue that binds a nation.

"I give thanks for love.

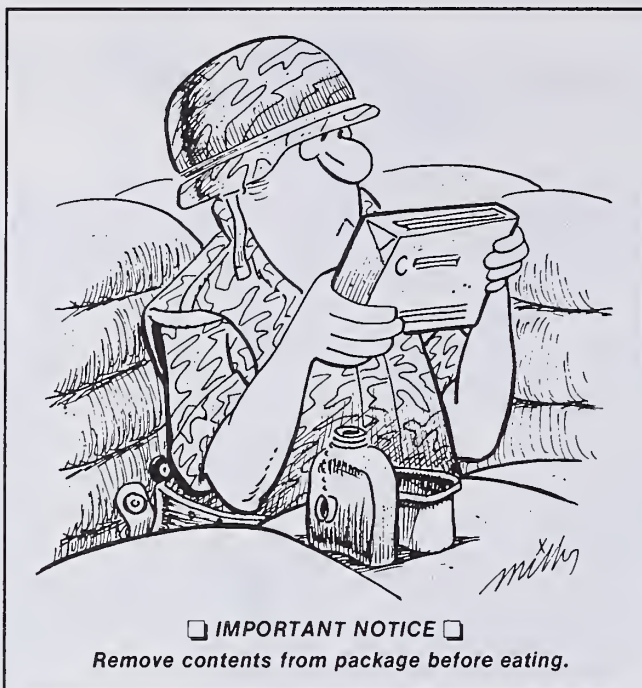
For the love of family, friends, and co-workers. For in love, we find the oil that lubricates our lives. In love, we find power and fortitude to do those tasks that need doing.

"I give thanks for our nation.

For in our nation we have the freedom to be, to do, to say, that which we desire. In our nation, we can worship you in our own way without fear.

"I give thanks most of all to you, Dear God.

For you have allowed us to be where we are, to be who we are, and to have the opportunity to thank you once again. We thank you for your continued guidance and blessings for today and everyday. With utmost gratitude and thanks, we bless your holy name. Amen."



As a recruit nearing completion of basic training at Fort Knox, I was looking forward to my leave home. After 13 weeks of sleeping on the ground, eating Army food and being tormented by drill sergeants, all I could think of was clean sheets, Mom's cooking and some relaxation. Arriving in Boston the day after graduation, I was greeted by my joyous family. "Just wait until you hear about the camping trip we've planned!" exclaimed my mother.

--Contributed by Curt J. Carlson
February 1991, Copyright 1991

While I was an Army cook stationed in Tokyo, we served field rations once a month. One afternoon, I prepared a meal mixing C-rations. At serving time, as the GIs came through the line, one soldier looked at the chow and asked me what it was. "Pork pot pie," I told him.

"Sarge," he replied, "if you've got enough nerve to serve it, I've got enough nerve to eat it!"

--Contributed by James Thomas
August 1990, Copyright 1990

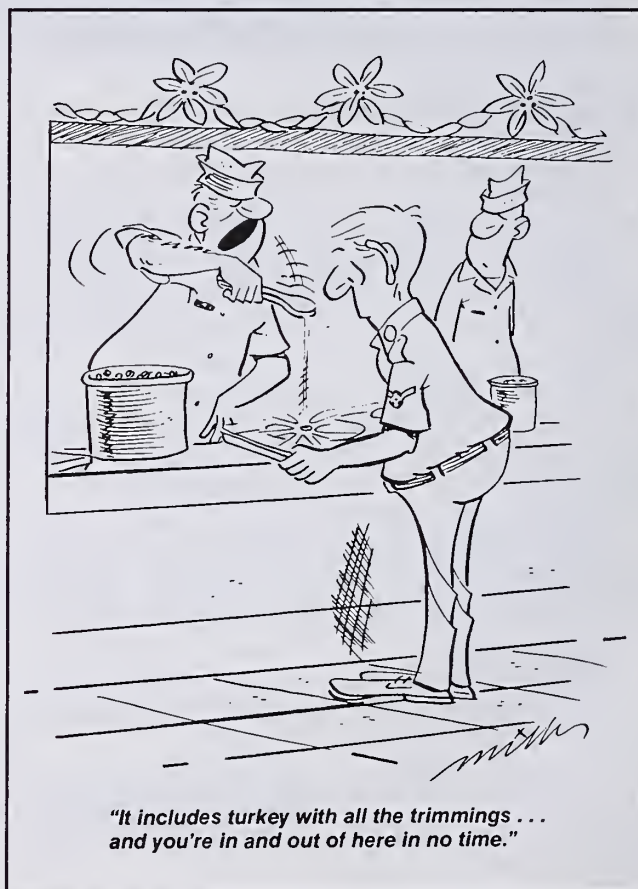
As a freshman ROTC cadet, I took part in my first Army field-training exercise. After a long day of rock-climbing and rappelling, my platoon settled down for our C-rations. Hungry, we tore into our cardboard boxes, opening cans of "Chicken or Turkey, Boned," "Cheese Spread, Cheddar" and "Candy, Chocolate, With Nougat." Then we came upon a device wrapped in a small brown envelope, labeled: "Stimulant, Interdental"--a wooden toothpick.

--Contributed by Dallas C. Brown III
February 1990, Copyright 1990

After the cease-fire in the Gulf, we were on the lookout for unexploded bombs and mines that littered the landscape. Walking through our company, I noticed a flat, silver disc partially covered by the sand. It seemed to be about four inches across, with an indentation in the middle. I called another soldier over, and together we speculated on what type of mine it could be. A third GI joined us, saying, "I know what it is."

As we watched nervously, he reached down and scooped up the object. "I've been looking all over for this," he said. "It's the lid to my coffeepot."

--Contributed by Sgt. Michael A. Jensen
November 1991, Copyright 1991



Reprinted with permission from the Reader's Digest Assn. Inc.

300th MI Brigade (Linguist), Army National Guard

Submitted by Sgt. David Jackson
INSCOM, Reserve Affairs

Oriental blue and silver gray are traditionally associated with Military Intelligence. The scroll and quill allude to research and the study of languages. The four arrows pointing outward refer to the unit's global service and the processing of information. The gold wreath symbolizes the unit's goal of excellence and achievement.

As both an intelligence unit and a linguist unit, the 300th Military Intelligence Brigade (Linguist) is unique in the Total Force. It provides SIGINT and HUMINT support in some 35 languages. The 300th traces its lineage back over 30 years to the 142d MI Linguist Company, which was organized in February 1960 with some 50 interrogators, analysts, translators, and editors. Utah was selected as the site for the unit because of its large number of citizens with excellent language skills and in-depth knowledge of cultures based on extensive foreign service as Latter Day Saints missionaries.

On April 1, 1980, the unit became a battalion with a headquarters element and three line companies, all located in Utah. Due to a shortage of experienced active-duty linguists, the 142d became involved in all facets of intelligence work, including providing CI support to AC MI units in Europe; briefing intelligence to allied units during NATO exercises in Western Europe; providing strategic debriefing support to MI EAC units; working with the U.S. military liaison mission throughout the world; and translating, interpreting, and preparing briefings for senior officers in meetings and conferences with foreign officials.

As Army requirements for linguists grew, the 142d MI Battalion grew to meet these needs. In March 1988, the battalion became the 300th MI Brigade (Linguist). The expansion of the 300th beyond Utah's borders occurred in 1989 with the establishment of seven battalions, five of which are outside Utah: 141st and 142d, Utah; 223d, California; 260th, Florida; 341st, Washington State; 415th, Louisiana; and the 368th (USAR) in Hawaii. The 300th is the capstone for these MI linguist battalions and provides substantive guidance to make sure the brigade's language skills remain the best in the Army.



The 300th conducts some 250 training missions annually—both MI and direct linguist support for the Army worldwide, including language support for exercises overseas; administrative support to the FORSCOM language training courses at Brigham Young University; linguist augmentation to U.S. Army South and the School of the Americas; linguist teams to train Army interrogators; CI support; and an increasing role in counterdrugs.

Currently, the 300th provides instructor support to the Reserve Forces School in Salt Lake City for interrogation and CI training. The 300th has been recognized for excellence in training with several Eisenhower Awards and CONUSA awards.

Recently, the 300th provided linguists and interrogators in support of DESERT SHIELD/STORM. A Company, 142d MI Battalion (L), was activated with a total of 98 soldiers deployed. They were assigned to joint facilities and tactical locations along the borders throughout the Kuwaiti Theater.

OPM guidance on employee performance

By Evelyn D. Harris

"With DoD downsizing, every one of our employees is being asked to do more. We simply can't have employees who aren't carrying their own weight," said Ronald Sanders, DoD's principal director for civilian personnel policy and equal opportunity.

Sanders said Chapter 432 of OPM's Federal Personnel Manual, issued in March 1991, contains no new regulations. It is useful for managers and personnel people, he said, because for the first time it puts everything they need to know about dealing with poor performers in one place—all the decisions, administrative rules and practical guidelines.

Earlier guidance was scattered, he explained. To find out what evidence upholds an adverse action, for example, a manager had to read Merit Systems Protection Board decisions.

Managers are provided a step-by-step guide for dealing with poor performers beginning with early identification of performance problems, he said. It tells how to distinguish performance from discipline problems and how to counsel an employee. Next, it tells how to set firm performance elements and standards and how to assess the employee's performance. Finally, it walks a manager through the corrective actions—either rehabilitation or something adverse, such as demotion or removal.

"The guidelines emphasize corrective action and rightly so—rehabilitation, counseling, looking at an employee as a valuable resource that can't easily be replaced," said the personnel official. "Using demotion or removal as the last resort, the guidelines stress counseling and the importance of feedback to the employee. They really coach managers in doing what they should be doing anyway—that is, actually managing individuals.

"There is discussion about sitting down with employees, walking them through their performance elements and providing day-to-day feedback on whether they're meeting those standards. Managers who do those things rarely have to exercise that last resort. This is especially relevant to DoD with the hiring freeze. You can't discard people, because in many cases you can't replace them. We have a big investment in our employees—training and otherwise. Performance management is a way to get a return on that investment."

One of the first steps for a manager to take when dealing with a poor performer is to call the personnel office, which can assign a personnel specialist to advise the manager.

He stressed the importance of distinguishing misconduct—the problem employee who won't do the job—from the poor performer who can't do the job. If the problem is one of performance, Sanders said the place to start is with counseling and perhaps training. If there is insufficient improvement, this will be followed by a probation period called a "performance improvement period," where the employee receives very clear instructions on what to do and how to do it and is supervised closely. If that doesn't work, it may be possible to redesign the job to fit the employee's skills or reassign the employee to another job, he explained.

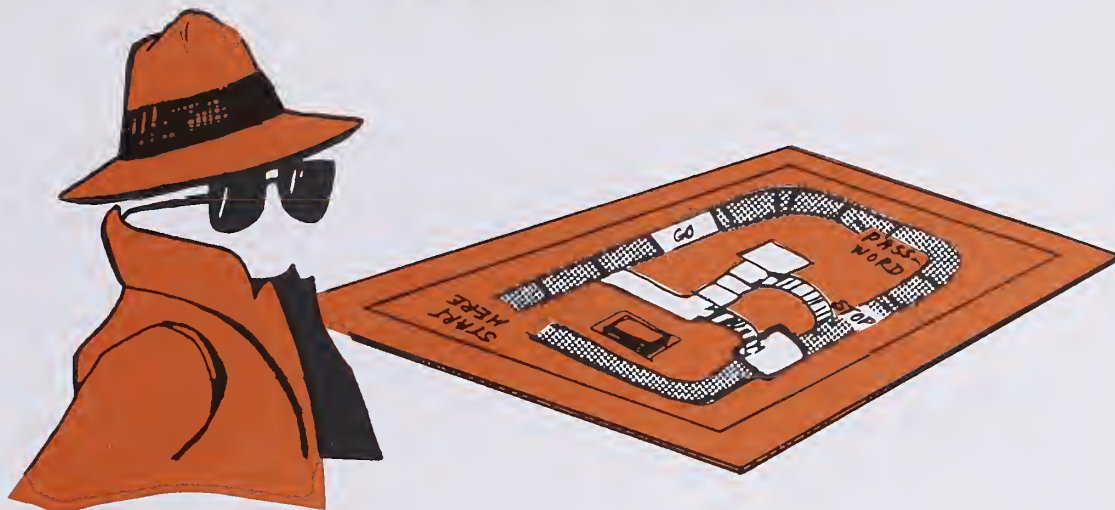
If that's not possible, it may be necessary to demote the individual. "Sometimes, the employee may be able to do the job, but not at the level required for the grade. So he or she may be demoted to a level with fewer technical requirements or narrower scope," he said. If all else fails, the last resort is removal.

"I stress that's the last resort, but at the same time it's not something we should shy away from," Sanders said. Given today's resource constraints, everybody has to pull his own weight, he said, and those who simply cannot must be cut loose.

Sanders said employees who feel they have been demoted or removed for poor performance unfairly can generally appeal to the Merit Systems Protection Board.

"The board resembles a court, with rules of evidence, standards of proof and so forth. A Merit Systems Protection Board judge rules on the case. That is why it is important for managers to get guidance from their personnel offices, so they'll handle the case correctly," Sanders said. He noted that regulations since the Civil Service Reform Act of 1978 make it easier for agencies to remove poor performers; in fact, it's easier for management to remove a poor performer than someone with disciplinary problems.

Sanders said the OPM guidance is being sent to personnel offices, because that's where it belongs. **AFIS**



Why have security awareness?

Submitted by INSCOM DCSSEC

According to British media, RAF Wing Commander David Farquhar was found guilty of negligence and stripped of five years of seniority for leaving TOP SECRET Persian Gulf War plans in the trunk of his car. The plans, contained in a laptop computer, were stolen but later returned. The subject of the war plans was Gen. Schwarzkopf's decoy battle plans for the naval assault of Kuwait.

The Wall Street Journal reported that because the U.S. is ahead in many technologies, it makes a tempting target for industrial espionage. Industry doesn't have the counterintelligence capabilities of government agencies and several foreign intelligence services are intercepting overseas communications of U.S. companies.

Why are there so many, sometimes confusing, security regulations? Why do we have annual security refresher briefings? Is it worth the time and effort to page and paragraph mark documents? In these days of lessening world tensions, do we have to be as concerned as we were in the past about security? What is security all about and why do we concern ourselves with it?

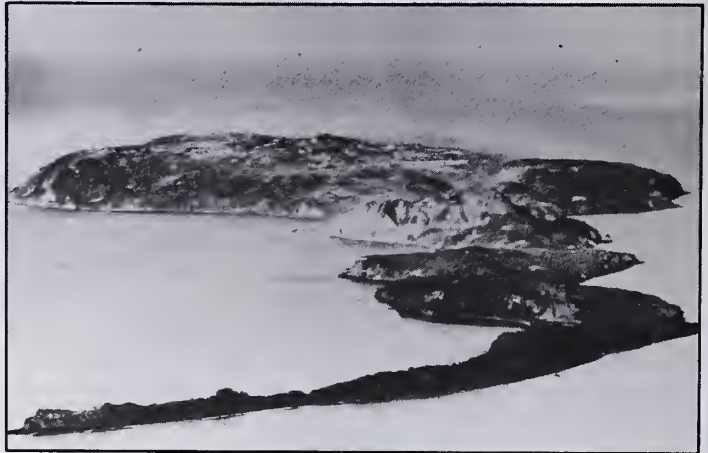
Some people would say that all the things above are what we call security. That is certainly true but doesn't really tell us why we are doing them. So, what is security if it is not the items outlined above? One could say security is not allowing the nation's enemies access to its secrets. But is that all? Then, too, who are our enemies? As noted above, the world

is changing and yesterday's enemy could be tomorrow's friend. As military and civilian personnel of the U.S. Army, we are not in a position to make determinations of that nature.

We also have certain obligations as a group and as individuals. One of which is to protect information we have been entrusted with. It is both a moral and ethical obligation. That obligation does not normally include determining what information should be protected but on occasion it could. The information itself may not have, and in many instances will not have, emanated from within the U.S. Army. It could be information provided by a foreign government or concerning an agreement with a foreign government. We can also challenge the degree of protection designated for an item of information if it appears to be in error. That still does not relieve us of the obligation to protect the information until notified by the proper authority.

The procedures referred to above, and others not discussed, are for the most part administrative in nature. They are rules and guidelines. If followed to the letter, they could provide some administrative relief in the handling of information but even they cannot guarantee information will not fall into the wrong hands. Only by following the essence of security, as well as the letter, can the nation's secrets be protected.

CORREGIDOR--During World War II, this island fortress was the linchpin of the defenses of Manila Bay. (U.S. Army photo)



Flawed Bastion:

The Philippine Islands and U.S. Defense Policy

By Dr. J.P. Finnegan
INSCOM, History Office

The first wave of Japanese bombers came in high over the plains of Central Luzon a little bit after noontime on December 8, 1941. Pearl Harbor—across the International Dateline from the Philippines—had been attacked nine hours before, but the air raid sirens at Clark Field did not begin to sound until the bombs were falling. Within the space of an hour, two waves of Japanese bombers and a follow-on echelon of strafing Zeros had destroyed half of the American air force in the Philippines, including two squadrons of the four-motored heavy bombers—“Flying Fortresses”—that had been expected to redress the balance of forces in the Far East. The successful Japanese raid on Clark was a debacle for American arms. It was other things, too. The disaster was the product of an unprecedented command muddle involving two of America’s most respected soldiers, Lieutenant General Douglas MacArthur and Army Air Force Major General Lewis H. Brereton. Finally, it marked the beginning of the end of the flawed strategic concept that had guided American defense efforts in the Far East since the previous August.

The United States had acquired the Philippines in 1898 in a burst of imperialist fever. The Philippines, it was thought,

would provide us with a colony of backward peoples to uplift and a springboard to the trade of the Orient. As Japan grew increasingly powerful, however, it soon became clear that the Philippines were also a strategic Achilles’ heel. Scantily garrisoned and lying far beyond America’s natural strategic perimeters, the islands were a distant and endangered outpost that could be neither honorably abandoned nor successfully defended.

As war plans were developed in the early 1920’s, it was decided that in the event of war with Japan, the best that could be done from a military point of view was for the small U.S. garrison to withdraw into the Bataan peninsula and cooperate with the powerful offshore fortresses in bottling up Manila Bay. This would prevent any attacking power from using the port of Manila, the chief strategic asset in the Philippines. It was calculated that the garrison could hold out on Bataan for six months. Unfortunately, the Navy estimated that it would take two years to mount a rescue mission. This was not a cheering prospect. It helped spur the United States to grant the Philippines self-government in 1934. After a transition period, the islands would attain full independence in ten

years. This would eliminate a colony that had now become a moral embarrassment. It would also conveniently let us off the military hook of trying to defend the Philippines.

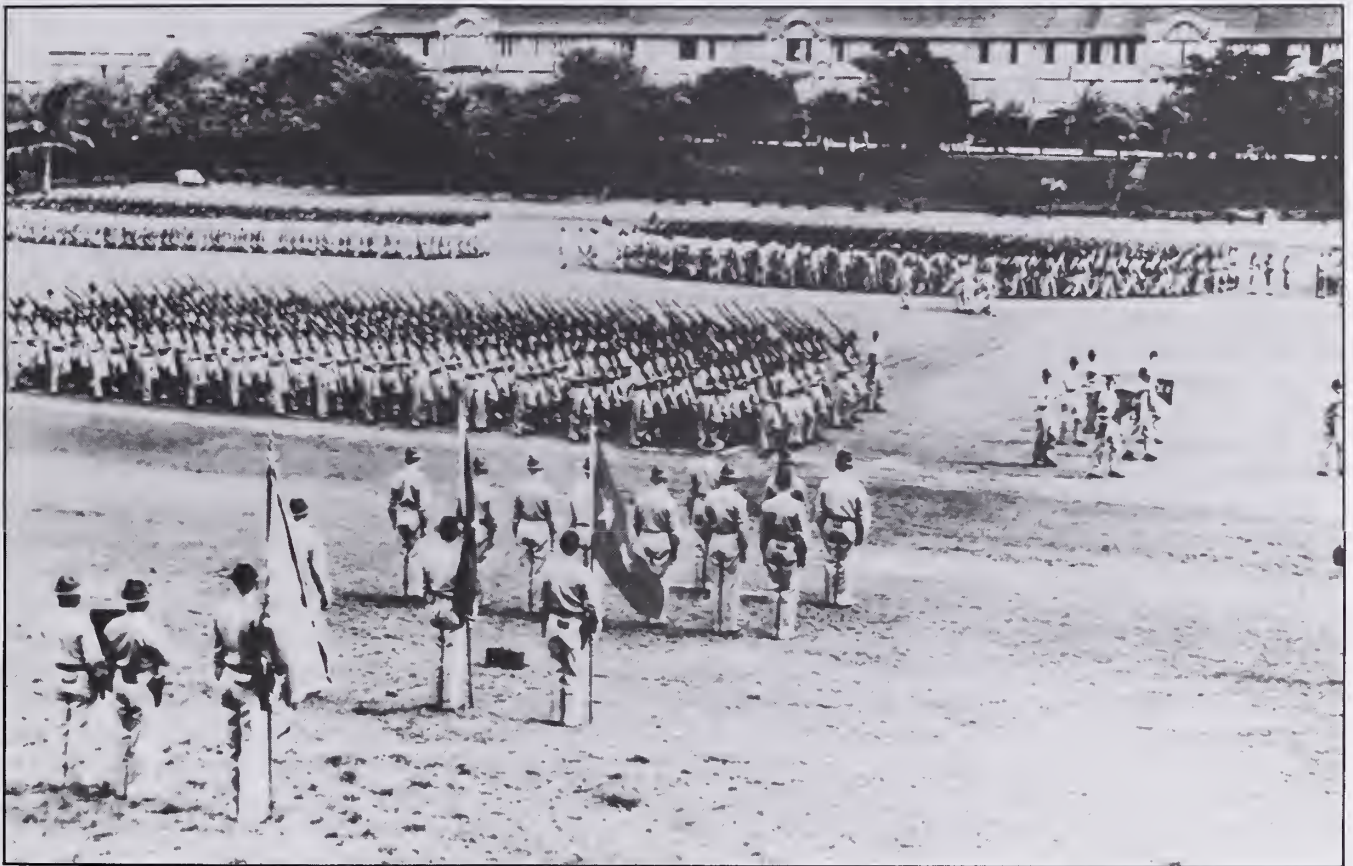
However, the United States did not intend to completely abandon its possession. In 1935, it dispatched a high-powered military advisor to the new interim Philippine Government of President Manuel Quezon. The mission was headed by the legendary Douglas MacArthur, war hero, former Army Chief of Staff, and son of the last military governor of the Philippines. MacArthur optimistically decided that a post-independence Philippines could be militarily viable: he would turn it into a "Switzerland of Asia," with an army of reservists, its own air force, and a navy of PT-boats that would dominate the straits of the archipelago. He accepted a commission as Field Marshal of the Philippine Army from Quezon and began to build up his forces, even after retiring from the United States Army in 1937.

In the summer of 1941, American thinking about the strategic uses of the Philippines changed dramatically. Japanese aggression in Indochina, coupled with Japan's evident alignment with the Axis powers in Europe, prompted America to freeze all Japanese assets on July 26, 1941. This action effectively imposed a *de facto* oil embargo on Japan that would bring the Japanese war machine to a halt in eighteen months. The embargo clearly put both nations on a collision course. The United States looked to its defenses. The Philippine

Army was called into United States service in July; MacArthur was recalled to active duty as a lieutenant general and given command of U.S. Army Forces, Far East, which included all American and Filipino troops in the Philippine Islands.

MacArthur brought his own views on the strategic equation. He urged Washington not to write off the Philippines, but to send reinforcements and transform it into a bastion of strength. Protected by the mobilized Philippine Army and the Asiatic fleet, the Philippines could serve as the base for a powerful deterrent force. Operating from Philippine airfields, the newly developed B-17 heavy bombers could threaten the supply lines of any renewed attempt by Japan to expand its empire further to the South. In case of war, MacArthur planned to defend the whole Philippine archipelago; not just Manila Bay. Obviously, an American bombing campaign could not succeed if the Japanese were allowed to establish their own air bases in the islands. With a force of twelve divisions—one U.S., 11 Filipino—MacArthur planned to meet and smash the enemy on the landing beaches.

This reversal of strategic thinking about the Far East was eagerly embraced by Washington. It seemed to provide the United States with the possibility of changing the overall correlation of forces in the Far East. Secretary of War Henry L. Stimson, Army Chief of Staff General George Catlett Marshall, and Army Air Forces head General "Hap" Arnold all



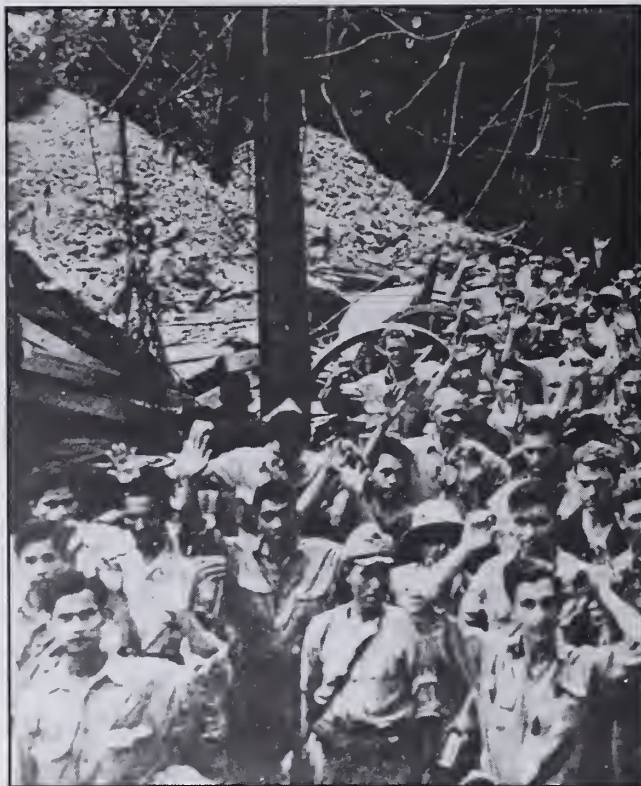
American troops on parade on Corregidor in June 1941. A month later the troops were incorporated into Lt. Gen.

Douglas MacArthur's U.S. Army Forces Far East. (U.S. Army photo)

went along with the plan. In the fall of 1941, a still unprepared United States did not have all that much in the way of a military surplus to send the Philippines. However, the War Department managed to scrape up some tanks, antiaircraft artillery, and one of the few precious radar sets. Moreover, the Philippines were given first priority in the allocation of four-motored B-17 heavy bombers. At the time, these bombers were looked upon as something of a "wonder weapon." Heavily armed and equipped with the precision Norden bombsight, the B-17 was supposed to be able to fly long distances unescorted and place its bombload "in a pickle barrel" from 35,000 feet. With a force of B-17's in place, it was felt that the Japanese could be deterred from any advance towards the oil fields in the Indies. By early December, four squadrons had arrived, and more were on the way. MacArthur was confident that the Philippines would be impregnable by March 1942, and that the Japanese would not move before then.

MacArthur was mistaken about Japanese timing, and American planners had managed to deceive themselves as to the feasibility of the whole scheme. The successful Japanese air raid on December 8th proved to be the beginning of the end for MacArthur's defense plans. Much of the American air force was destroyed on the ground; the remaining heavy bombers (which had been based on the southern island of Mindanao and thus escaped Japanese attack) sought refuge in Australia. Faced by Japanese air superiority, the Asiatic Fleet found it prudent to redeploy to the East Indies. It turned out that Luzon's coastline was too long to defend everywhere; small Japanese landing elements secured outlying airfields on the island almost unopposed, beginning on December 10th. On December 22nd, the Japanese main landing force—a single reinforced division—descended upon Lingayen Gulf in Northern Luzon and shredded MacArthur's plans for a forward defense on the beaches. The Philippine Army that MacArthur had trained turned out to be a paper force of half-trained reservists, shod in sneakers, armed with obsolete equipment, and able to communicate with its officers only through interpreters. In two days, it effectively disintegrated. The landing of a Japanese regiment at Lamon Bay to the east of Manila on December 24th threatened MacArthur's forces with encirclement. Belatedly, he reverted to the original war-plan of retreating to the Bataan Peninsula.

Unfortunately, it was now too late. The troops were able to maneuver away from the Japanese pincers and successfully establish a defense line across Bataan. But the stockpiles of food, medical supplies, and other necessities upon which they depended were not there. In order to support his "defend at the beachhead" concept, MacArthur had dispersed his supply depots throughout Luzon, and these had been overrun by the Japanese in the course of their advance. The 80,000 troops and 26,000 refugees penned into Bataan were on half rations from the outset. The situation did not get any better. Despite MacArthur's pleas for assistance, it proved impossible to push supplies in any quantity through a tight Japanese blockade, and the forces that would have been necessary to break this blockade were simply not available anywhere in the Pacific. The sick and starving Bataan garrison made a



U.S. troops on Corregidor surrender to the Japanese 14th Army in May 1942. (U.S. Army photo)

gallant stand until April and the island fortress of Corregidor held out until May, but the length of the defense owed much to the fact that the Japanese besiegers were themselves heavily outnumbered and had been worn down by hard campaigning.

MacArthur got a second chance: a solicitous government gave him a PT-boat ride to Australia, the Medal of Honor, and a new start with a fresh Army that led him to glory. The troops he was ordered to leave behind on Bataan were less fortunate: they got the Death March. It was a sad ending to what had been bright hopes for establishing the Philippines as a forward American bastion in the Far East. But the hopes themselves had been illusory. The B-17 bombers on which so much had been staked proved to be almost useless in attacking shipping. Even if the force had survived the initial attack against Clark, unescorted bombers would not have lasted long against the superior Japanese airpower in the theater. The whole scheme of defending the entire Philippine archipelago with a scratch army of Filipino reservists turned out to be equally impracticable. There were just too many islands to allow a successful land defense to be mounted against an adversary with control of the air and the sea; and Third World reservists proved no match for the battle-hardened professionals of the Imperial Japanese Army. In the end, neither MacArthur's grandiose plans nor his practical mistakes did very much to effect the almost predestined outcome of the first Philippine campaign. As American planners had realized since the 1920's, the Philippines were not a forward American bastion, but a strategic Achilles' heel.

Change in official photos

The Army is switching from black and white to color for official full-length photographs.

Soldiers don't have to stampede their local photo labs to have new pictures taken, though. The Army has allowed for a two-year phase-in period to ensure soldiers have the opportunity to have color photos taken, according to an August message to the field from the U.S. Total Army Personnel Command in Alexandria, Va.

Photo labs will begin making the switch Oct. 1, the same day revisions to AR 640-30 will be published implementing the change.

As part of the phase-in period, selection boards convening before Feb. 1, 1992, will accept black and white photos only, the PERSCOM message said. While boards convening after that date will accept color photos, they "will be advised that not all soldiers will have color photos and that the black and white photo on file is sufficient."

PERSCOM will provide a separate message to inform the field when boards will only review color photos.

Sgt. Maj. Logan McMinn of the Army visual information staff, said the change will make it easier for board members

to "read" the photos. "It will just be a better quality image all around," he said.

To prevent an initial workload surge on photo facilities, color photos will be taken on a priority basis:

- First priority: Soldiers in the zone for DA selection boards after Jan. 31, 1992. "It's to the soldiers' advantage to wait until he knows he needs a photo, that way the board will have the most up-to-date information when it makes its evaluation," said McMinn.

- Second priority: Soldiers who need initial photos taken for appointment to command sergeant major, and promotion to first lieutenant, chief warrant officer and staff sergeant.

- Third priority: Soldiers who are directed by their commanders—lieutenant colonel or higher—to have a new photo taken due to a significant change in the soldiers' appearance.

- Fourth priority: Soldiers scheduled to take periodic photos—every five years—during the anniversary month of the previous photograph.

- Fifth priority: Soldiers not in the zone for promotion who request new photos for such reasons as a promotion, new awards, or change in appearance. **ARNEWS**

Tests find fewer soldiers using drugs

The number of soldiers caught using illegal drugs continued to decline during the first eight months of fiscal year 1991.

The percent of soldiers who tested positive during urinalysis drug testing from October 1990 through May 1991 was 1.34 percent, according to statistics from the Army Drug and Alcohol Operations Agency. Of the 533,273 urine specimens tested, 7,133 came up positive, most of them for marijuana or cocaine use.

Agency officials say the numbers show a continuing trend among soldiers to stay away from drugs. In 1985, nearly seven out of every 100 soldiers tested came up positive for marijuana use. In 1990, the positive rate for marijuana was down to .86 percent, or less than one in a 100.

So far this year, 4,443 specimens have tested positive for marijuana, or .83 percent.

Cocaine use among soldiers has declined as well, though not as drastically. In 1985, .53 percent of 617,251 specimens

tested positive. The rate dropped to .51 percent of 954,413 in 1990 and .45 percent of 533,273 through May 1991.

Agency officials, credit the steady decline to the "active and consistent implementation" of the military's random urinalysis program.

Other officials, including Don Conway, drug and alcohol control officer for Training and Doctrine Command, say the Army's policy of discharging drug users has caused many soldiers to rethink their attitudes toward drugs. Under Army policy, sergeants and above identified as illegal drug users "will be processed for separation."

The Army will tighten the policy even further with changes to AR 600-85 to be effective Oct. 1, requiring commanders to separate corporals and below who use illegal drugs and have three or more years of service. All other soldiers who test positive twice for illegal drug use are processed for separation. **ARNEWS**

Bad credit?

Get expert's advice

By Evelyn D. Harris

Sgt. Mary Smith has been turned down for credit three times and can't understand why. She's tempted to call that credit repair company she saw advertised on television.

Bill Jones declared bankruptcy a few years ago. His life is in order now and he'd like to get credit, but he, too, is having problems. He's also tempted to call a credit repair company.

Don't do it, said consumer experts at the Federal Trade Commission. Some credit repair companies charge as much as \$200 before they do anything for a client. Some have taken money and disappeared. Many charge for advice or services that are already available free.

If Smith is being turned down because her credit record is inaccurate, she can correct the situation herself for little or no money. But even if she needs help, going to a credit repair company would probably be a big mistake, because the military services offer free financial advice to service members and their families.

Perhaps the easiest way for Smith to find out why she's been denied credit is to ask whoever turned her down, the consumer experts said. The problem may be an easily corrected mistake. If she can't get an explanation, Smith should call a local credit bureau, the experts advised—her credit union or bank or a local store can identify one, or she can look in the Yellow Pages under "Credit Bureaus" or "Credit Reporting Agencies."

With a copy of the credit-denial letter and proof of identity, Smith can obtain a copy of her credit report. Some credit bureaus will furnish free copies only to consumers denied credit within the past 30 days; other do not impose a time limit. If the bureau charges a fee, the typical range is \$5 to \$20—a lot less than paying \$200 or more to a credit repair company.

A spokesperson for Credit Bureau Inc., one of the nation's largest credit organizations, said the most common error in people's records is mistaken identity.

"This often happens to people with common names. Or if a father and his adult son have the same name and live in the same house, the creditor may report information on the son to us as information on the father," the spokesperson said. "We have to rely on information from creditors, and not all of them are equally careful.



"For example, they may fail to check the customer's Social Security number. Thus, a responsible John Doe could get knocked down for the actions of an irresponsible John Doe. We're happy to fix customers' records for free when they call attention to such errors. We can usually straighten out their records quickly," added the spokesperson.

If Smith doesn't understand something in her report, federal law requires the credit bureau staff to explain it. If a mistake is found, she should provide as much information as possible to show why it is wrong. For example, if her record

shows she failed to pay a bill, she can send the bureau a copy of her canceled check to prove otherwise. The bureau must reinvestigate such disputes at no charge and correct any mistake or delete any information it can't verify.

In some cases, the credit bureau's information may be accurate but incomplete. For instance, Smith may have paid a bill late, but only because her mail was forwarded incorrectly after a permanent-change-of-station move or some other extenuating circumstance. She can file a written statement of up to 100 words with the credit bureau to explain her side. The explanation will be included in her credit report, and it may help, especially if the rest of her records indicate she's responsible in using credit.

If Bill Jones can't get credit because he declared bankruptcy, he may have to wait until time clears his record. Bankruptcy information is kept for 10 years, after which it should be erased. Other unfavorable information, such as late payments, is kept for seven years.

Credit repair companies cannot remove adverse information if it's accurate, so those that make such promises are

lying, the Federal Trade Commission experts said. Companies that claim to be the only way to rid credit records of old or inaccurate information are also lying, they added. The FTC and several states have sued many credit repair companies for such fraud. A credit counselor suggested checking with the Better Business Bureau about companies before using a commercial credit repair company.

Free help is available at every military installation. Soldiers should contact Army Community Services. Sailors and airmen should contact their financial management office. Marines can go to the financial counselor at their family service center. In addition, many states and localities have consumer assistance offices ready to help civilian and military people or to refer them to agencies that can help.

Non-profit financial counseling services can help civilians and service members organize their financial affairs—free of charge. One of these, the Consumer Credit Counseling Service, has offices nationwide and often works with military financial counselors and relief societies. To find the nearest office, call toll-free **1-800-388-2227. AFIS**

Qualified veterans can seek federal appointments

By Evelyn D. Harris

Qualified veterans can enter federal jobs up to GS-11, WG-11 or equivalents under rules revised earlier this year.

The Veterans Readjustment Appointment authority changed March 23, according to the Office of Personnel Management. Formerly, vets could be appointed to jobs no higher than GS-9 or the equivalent, a Department of Veterans Affairs spokeswoman said.

The appointment authority is a special hiring program that allows veterans to get federal jobs without having to take an examination or to compete with non-veterans. Appointees who successfully complete an initial two-year probationary period earn a permanent civil service appointment.

The new law also drops the limit on the amount of education an applicant can have. Before, vets with 16 or more years were ineligible.

The program was created for Vietnam-era and disabled veterans, but now applies to post-Vietnam-era veterans as well. The program's rationale is that the United States is obliged to assist veterans in readjusting to civilian life because by virtue of their military service, vets lost career and educational opportunities, OPM materials state.

Vietnam-era veterans who served more than 180 days of active duty, any part of which occurred between Aug. 5, 1964, and May 7, 1975, are eligible if they have other than a dishonorable discharge and if they have either a service-connected disability or a campaign badge such as the Vietnam Service Medal. Eligibility time limit is 10 years after the vet's last discharge or Dec. 31, 1993, whichever is later.

Post-Vietnam-era veterans—those who first became service members after May 7, 1975—may apply if they served more than 180 days of active duty and have other than a dishonorable discharge. Time limit is 10 years after the last discharge or Dec. 17, 1999, whichever is later.

Disabled veterans get preference for the program. The 180-day-service rule doesn't apply to them, nor do any time limits if the veteran has a disability of 30 percent or more. To apply, veterans should contact the personnel office of the agency for which they want to work. Agencies recruit and appoint directly without getting a list of candidates from the Office of Personnel Management.

For more information, contact the nearest OPM area office. **AFIS**

COMMANDER
USA INSCOM
ATTN: IAPA
FT. BELVOIR, VA. 22060-5370



FLARE

"You fight like you're trained."

-Brenda S. Dodge, 1SG, HHC, INSCOM HSA

